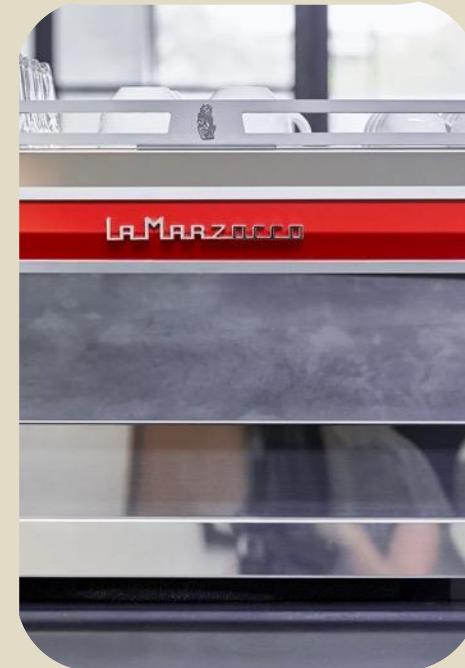
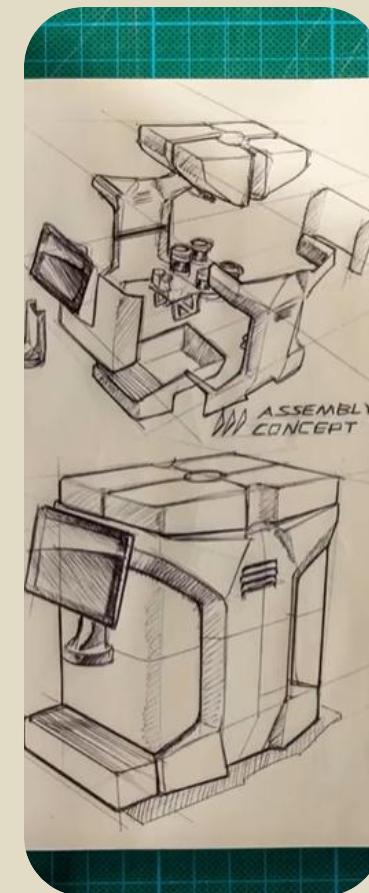




# Professional Coffee Hub

February 2026



# The De'Longhi Group today

## Financials FY25

Preliminary Revenues  
**€3.8 bln**

Adj Ebitda  
(guidance)  
**€610-620 M**

Net Financial Position  
(consensus)  
**680 mln**



### Professional coffee

**13%**  
of revenues



*First class coffee equipment*

N°1



### Home coffee

**57%**  
of revenues  
(including accessories)



*Global market leader in home espresso*

N°1



### Nutrition & Others

**30%**  
of revenues

**KENWOOD** **BRAUN**  
**nutribullet** **Ariete**



*Leading premium brands in home*

N°1

N°1 based on market coverage (pro forma FY24)

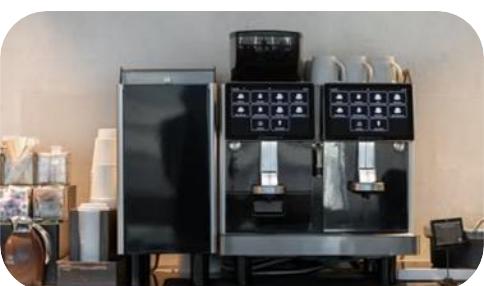


The **world coffee leader**  
in consumer,  
professional, and  
prosumer solutions



Coffee

**Above 70%**  
*of revenues (Including coffee accessories)*



We passionately elevate the **coffee experience** and **quality** through an extensive products portfolio tailored to every customer's needs



*Professional*  
Semi-auto  
Full-auto  
Under-counter  
Grinder



*Prosumer*  
Semi-auto  
Grinder



*Home*  
Full-auto  
Pump with grinder  
Capsule system  
Pump  
Drip coffee

# 01. Premium Coffee Market Overview

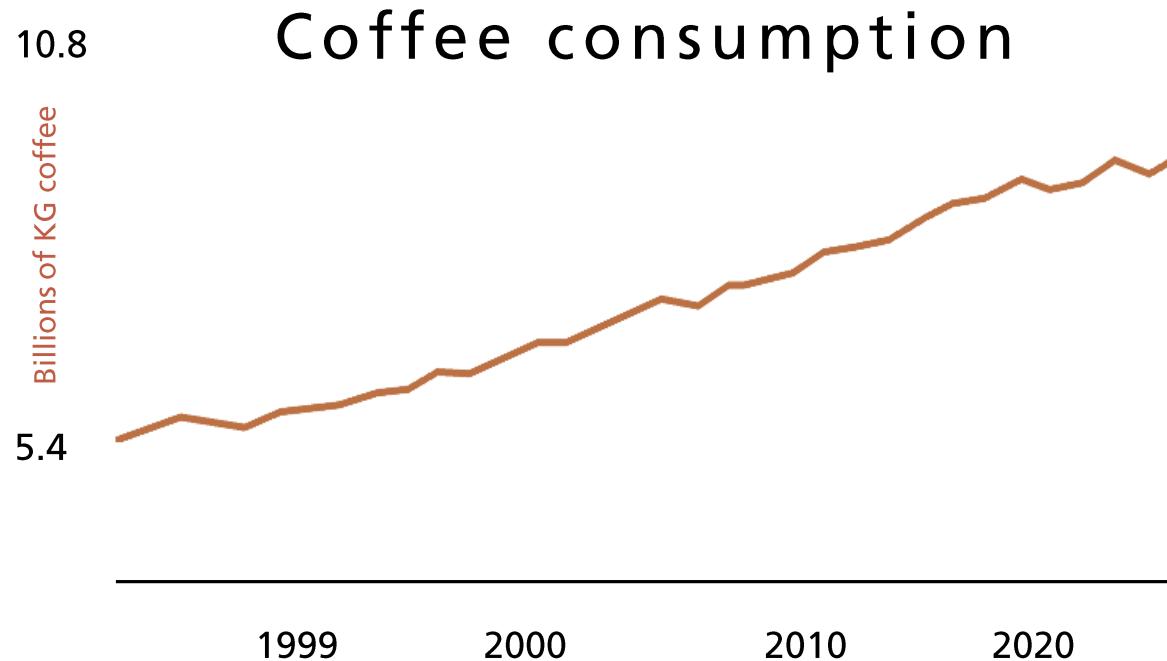




01.  
Premium Coffee  
Market Overview

The **coffee consumption**  
is experiencing a structural  
and resilient long-term  
trend

# Steady and sustained coffee consumption over the years



A remarkably *resilient* industry anchored by consumption patterns



*Low elasticity* ensures persistent growth despite inflationary pressures



Emerging *middle-class* demand & cultural shifts driving *rapid growth*



Coffee is rapidly evolving from a simple beverage into a *versatile culinary and functional ingredient*

Younger generations are reshaping coffee culture

*Espresso*  
*Milk-based beverages*  
*Cold brew*  
*Coffee Mocktails*  
*Plant-Based*  
*Chai & Matcha*

# Coffee has been seen as a healthy drink

Coffee can increase alertness, help concentration, improve mood and limit depression.

Lifelong coffee consumption has been associated with *prevention of cognitive decline, and reduced risk of developing stroke, Parkinson's disease and Alzheimer's disease.*



British Medical Journal



The *FDA* recently officially approved coffee to be labelled "*healthy*"

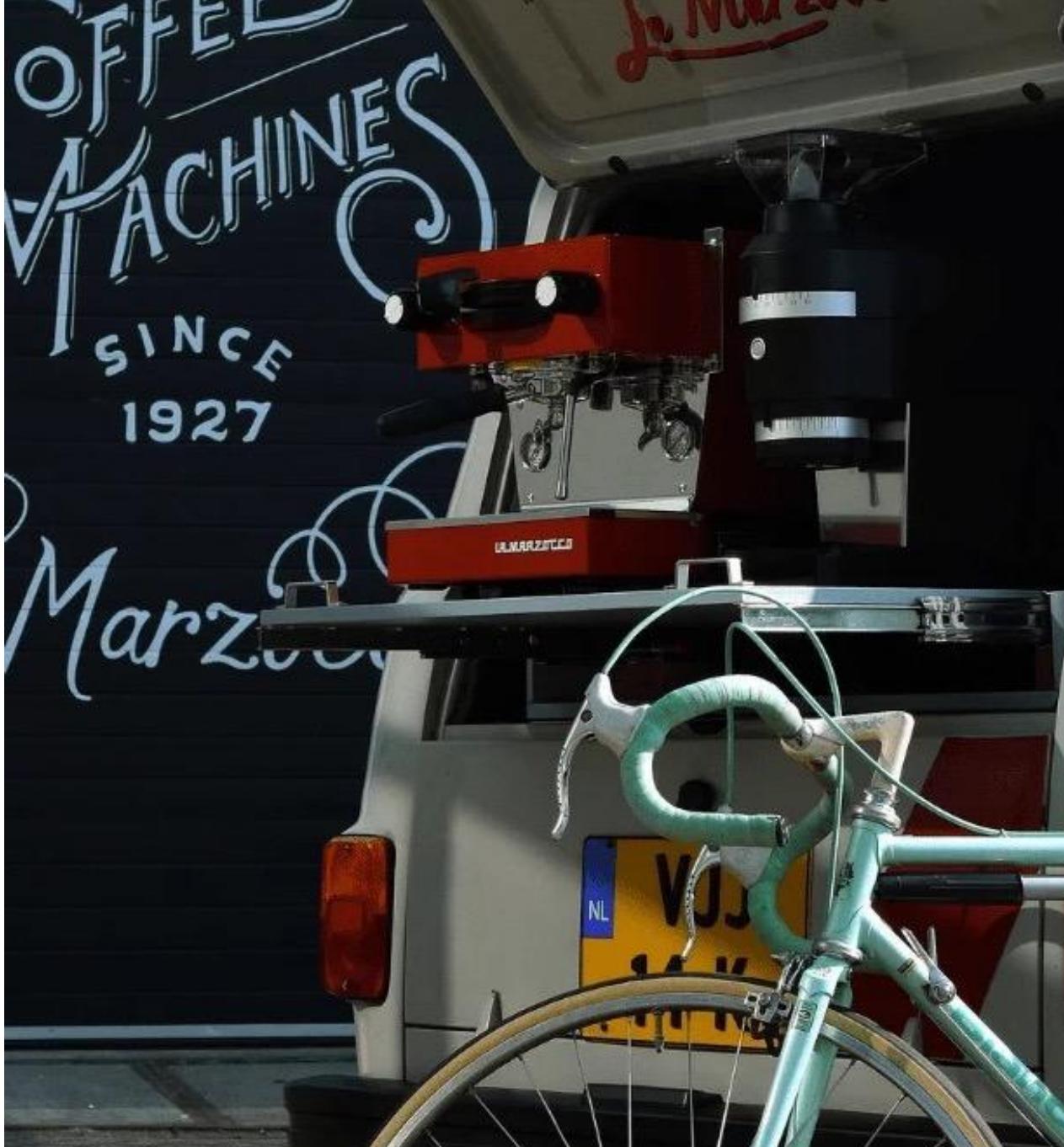
# The essential *daily ritual* for staying sharp and enhancing productivity

“

Statement	2019	2024	
Coffee wakes me up and gets me going	83	86	↗
Coffee helps me get things done	71	79	↗
Coffee improves my mental focus	71	78	↗
Coffee is one beverage I drink to give me energy	68	78	↗
Coffee is a trendy thing to drink	61	68	↗

Source: National Coffee Data Trends | 2025 Specialty Coffee Report

DēLonghi Group



01.  
Premium Coffee  
Market Overview

**Coffee shops  
proliferate worldwide,  
benefiting from market  
penetration and the  
'3rd Wave' shift**

*Stay Curious*



**US market is defined by a sophisticated '3rd Wave' landscape, where consumers show premium for personalization and craft**



**45K+** branded coffee shops

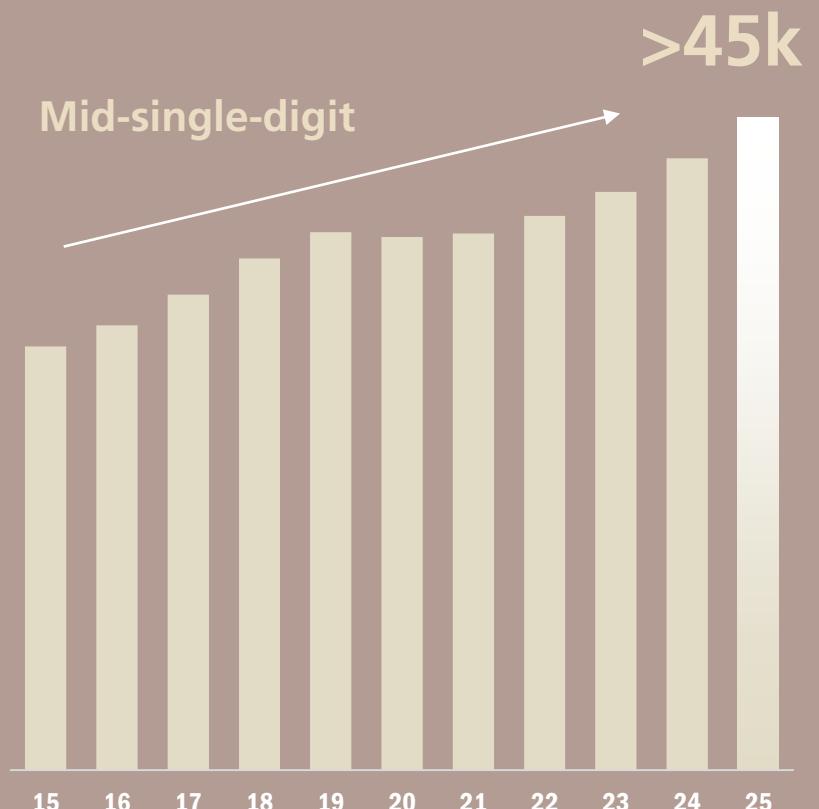


averaging **~130** shops per 1M population



growing at ***mid-single-digit*** over the last 10y

**U.S. - Branded Coffee Shops**  
*(Total Outlets)*



Source: Internal Analysis & World Coffee Portal



European coffee culture has evolved beyond the cup, redefining a beverage into a social ritual



**50K+** branded coffee shops

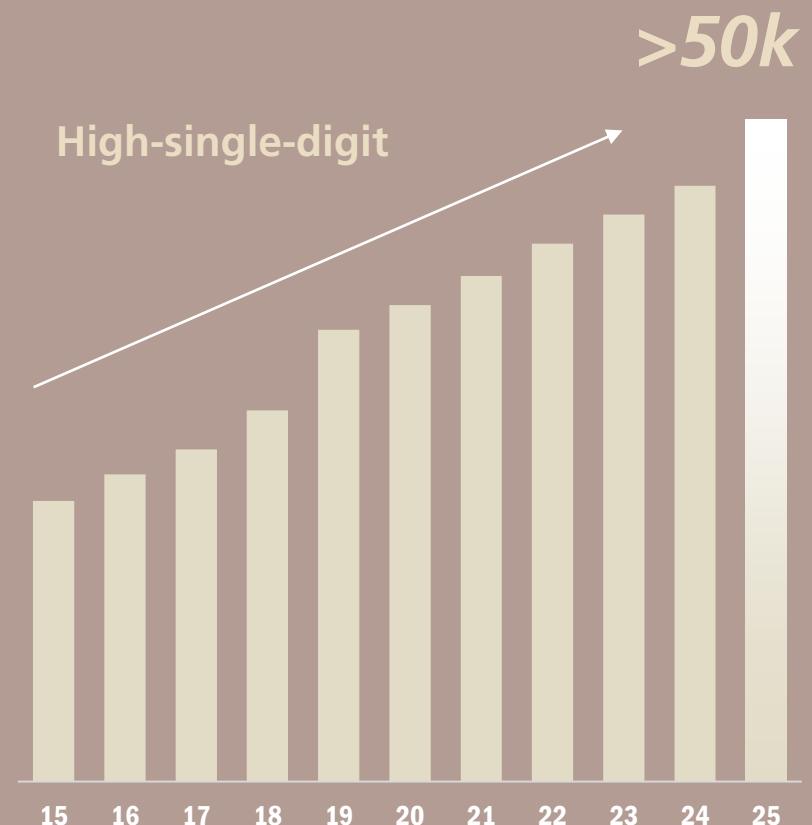


averaging **~70** shops per 1M population



growing at **high-single-digit** over the last 10y

Europe - Branded Coffee Shops  
(*Total Outlets*)



Source: Internal Analysis & World Coffee Portal



**China has recently become the world's largest market for branded coffee shops**



**58K+** branded coffee shops

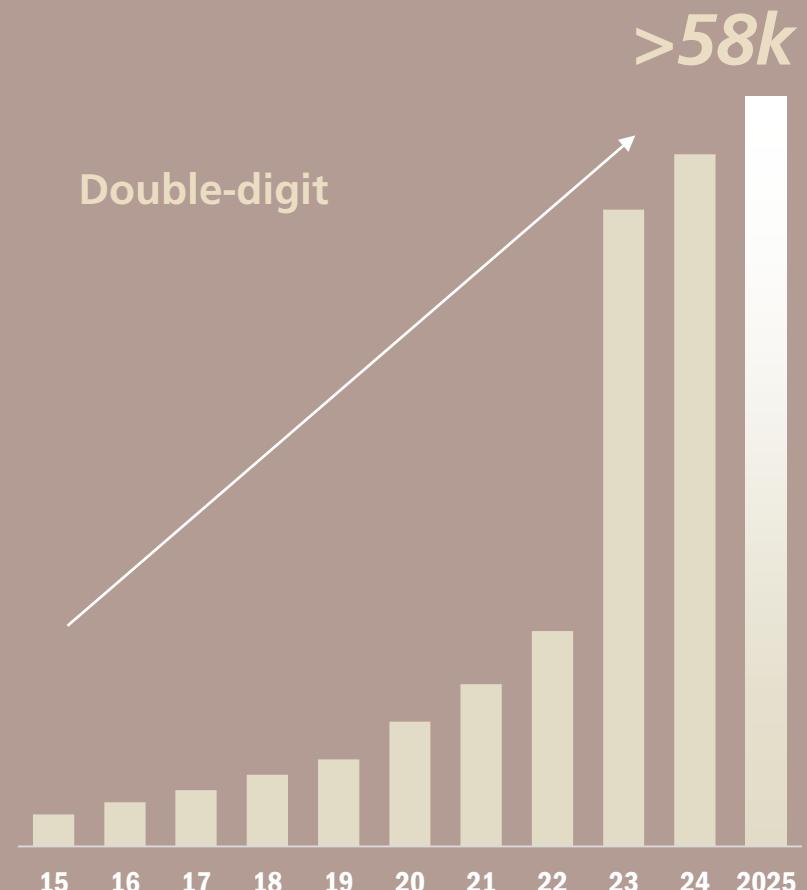


averaging **~40** shops per 1M population



growing at **double-digit** over the last 10y

**China - Branded Coffee Shops**  
(*Total Outlets*)



Source: Internal Analysis & World Coffee Portal

## 01. Premium Coffee Market Overview

for  
excellence

The **specialty coffee movement** is driven by consumer demand for high-quality, ethically sourced, and unique coffee experiences



As coffee habits solidify, the move toward premiumization is driving significant growth in the *specialty sector*

*Americans consumed in the “past-week”*



**74%**

+5pt. vs 2020

at least one cup of coffee



**57%**

+8pt. vs 2020

at least one cup of specialty coffee



**43%**

+6pt. vs 2020

opted for espresso-based beverage

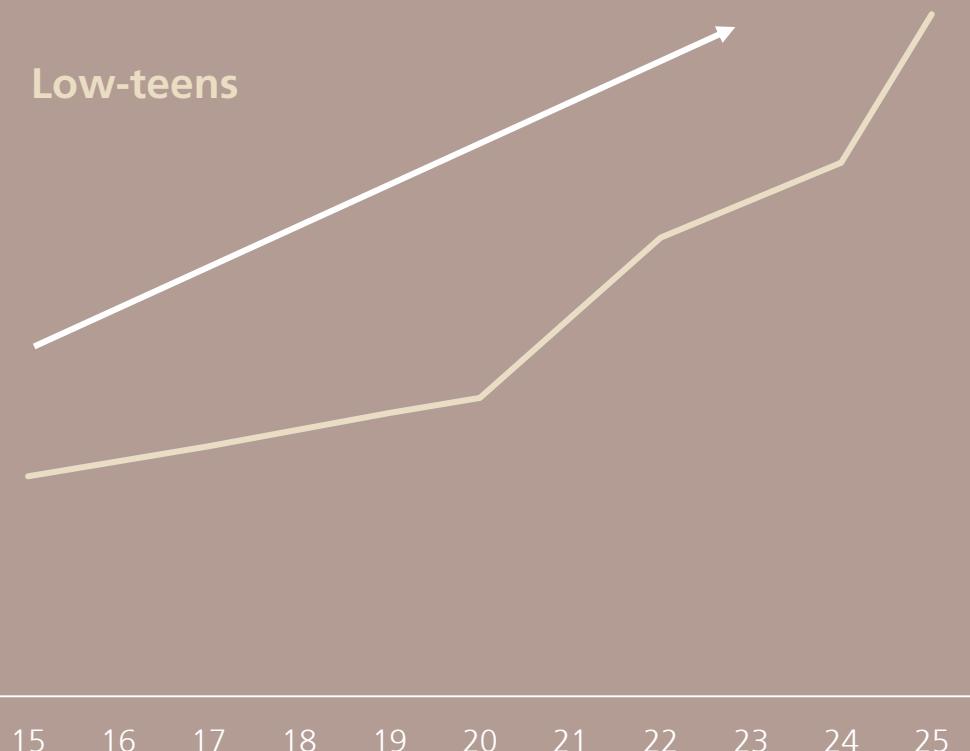
Source: National Coffee Data Trends | 2025 Specialty Coffee Report

# The rise of Specialty Coffee

Today's coffee enthusiasts are more informed than ever, *prioritizing flavour* and *ethical* impact over *convenience*.

Consequently, drinkers are increasingly willing to pay a *premium* for products that meet these *high standards*.

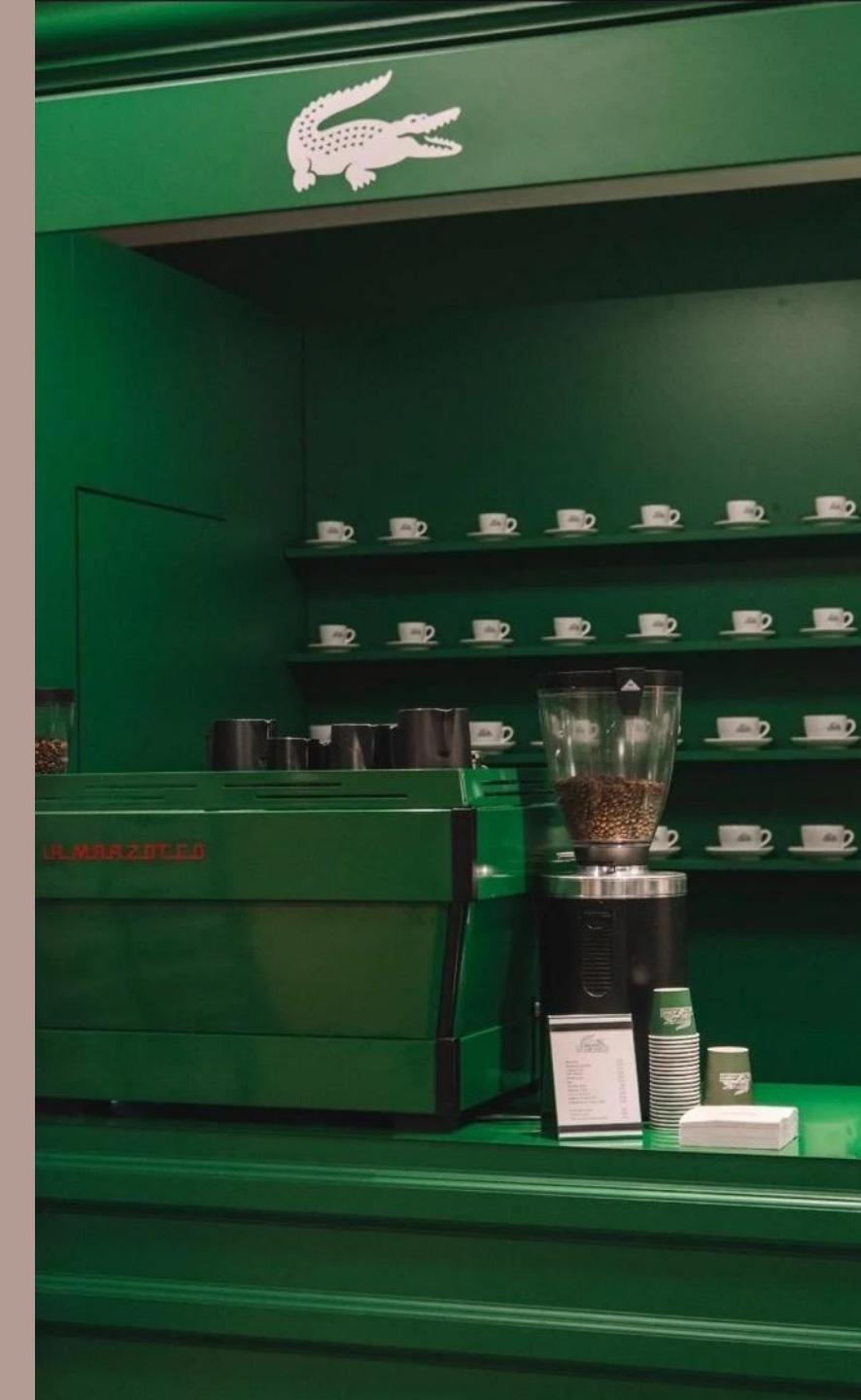
## U.S. Specialty Coffee Market



Source: Specialty Coffee Association



*Drinking  
espresso  
has become a  
Passionate  
Lifestyle  
and a  
Unique  
Experience*



02.

De'Longhi Group  
Professional Coffee Division

The division  
in a nutshell

# The professional division

## Financials FY25

Preliminary Revenues

**€489mln**

Adj Ebitda %

(according to H1 and 9M-25 results  
and Group's guidance FY25)

**€125- 135mln**

Revenues Cagr 3y

**Low-teens**



## Categories

Full-auto	<b>26%</b>
Semi-auto	<b>31%</b>
Prosumer	<b>19%</b>
Others products & Service	<b>24%</b>



## Geographies

America	<b>34%</b>
Europe	<b>32%</b>
APAC & RoW	<b>34%</b>

# La Marzocco: Italian heritage since 1927



1927

"Officina Fratelli Bambi"  
was established

1970

The dual boiler  
technology patented



2000 - 2008

Marzocco was official  
sponsor of the World  
Barista Championship

2015

La Marzocco launched  
its "Home" range



# Eversys: Swiss innovation and technology



2009

Jean-Paul In-Albon and  
Robert Bircher found  
Eversys



2012

Introduction of our  
first machine - E'4



2017

Entering the strategic  
partnership with De'Longhi  
(40%)



2020

Launch of the Enigma  
Classic and the  
Cameo ST

# A distinctive company culture



More than **1200 people**  
working in the professional division



We take a **structured, intentional approach** to cultural integration



**Great Place To Work**  
certification for 6<sup>th</sup> consecutive year for  
La Marzocco





# Sustainability

## Products



We champion the circular economy by integrating eco-design, extending product lifespans, and ensuring responsible end-of-life management

## Planet



We committed to reach net-zero GHG emissions across the value chain by 2050; We promote agritech projects to build climate resilience in coffee cultivation

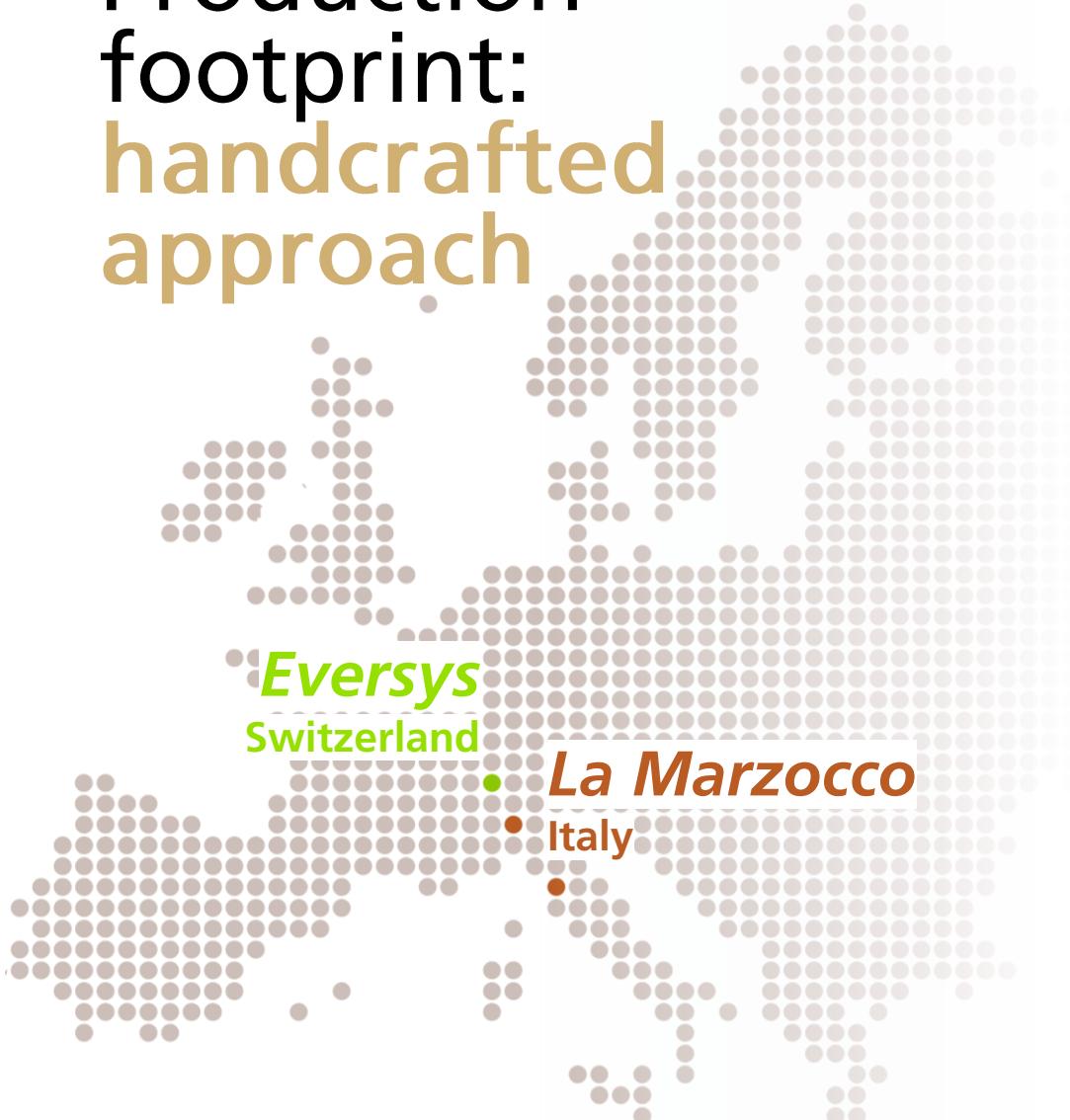
## People



We prioritize regional partnerships and suppliers; we support coffee-growing communities through the Hands for Songwa Foundation



# Production footprint: handcrafted approach



100%

Internal production

3

Production facilities

> 70 K

Units produced in 2025  
(Full-auto; Semi-auto; Prosumers; Grinders)

ISO

ISO Quality standard  
(ISO 9001:2015)

ISO Occupational Health and  
Safety (ISO 45001:2018)

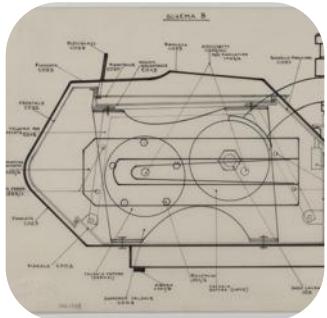
ISO Environmental standard  
(ISO:14001:2015)

# A Group uniquely positioned to leverage successful history of **technological leadership**



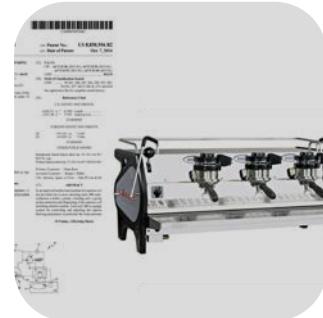
1939

Horizontal boiler



1970

Dual boilers



2009

Pressure profile and Strada



2015

La Marzocco home



2019

Straight-in portafilter



2020

La Marzocco connectivity



*Group uniquely positioned to leverage machinery engineered for consistency and quality*

Eversys holds a growing portfolio of patents, designed to ***improve daily workflows and beverage quality:***

***Connectivity and data monitoring***

***Hands-free cleaning***

***e'Leveling systems and automated tamping***

***Modular component replacement***

# Connectivity, a business fully integrated

Our connected machines provide customers with *insights to reduce overhead and service costs*



By offering *proactive maintenance guidelines*, we ensure every La Marzocco and Eversys machine remains in peak mechanical condition



A comprehensive *portfolio addressing* all customer needs and coffee enthusiasts



From boutique cafes to high-volume coffee chains with the same exceptional standard



Legacy+



Cameo



Enigma



Shotmaster

Espresso machines  
trusted by the world's  
coffee community for their  
**reliability, durability, and**  
**timeless aesthetics**



*Strada*



*Leva*



*KB90*



*Linea Classic*



*GB5*





Under-counter **Modbar**,  
a space where **design**  
**and efficiency** don't  
have to compete



*Espresso*



*Pour-over*



*Steam*

An espresso icon  
re-designed  
for the kitchen and  
beyond



*Micra*



*Gs3*



*Mini*



*Leva x 1 group*





Pairing a  
high-performance  
grinder with a  
premium machine is  
the **key to**  
**espresso mastery**



*Swan*



*Jay*



*Swift*



*Pico*



*Officine Fratelli  
Bambi*  
is the ultimate  
display of the  
“Handmade in  
Florence”  
philosophy

It is a workshop dedicated to craftsmanship and artistry, put at service of the production of unique machines and limited series.



# Broad-scale market access thanks to our **regional subsidiaries and certified distribution partners**



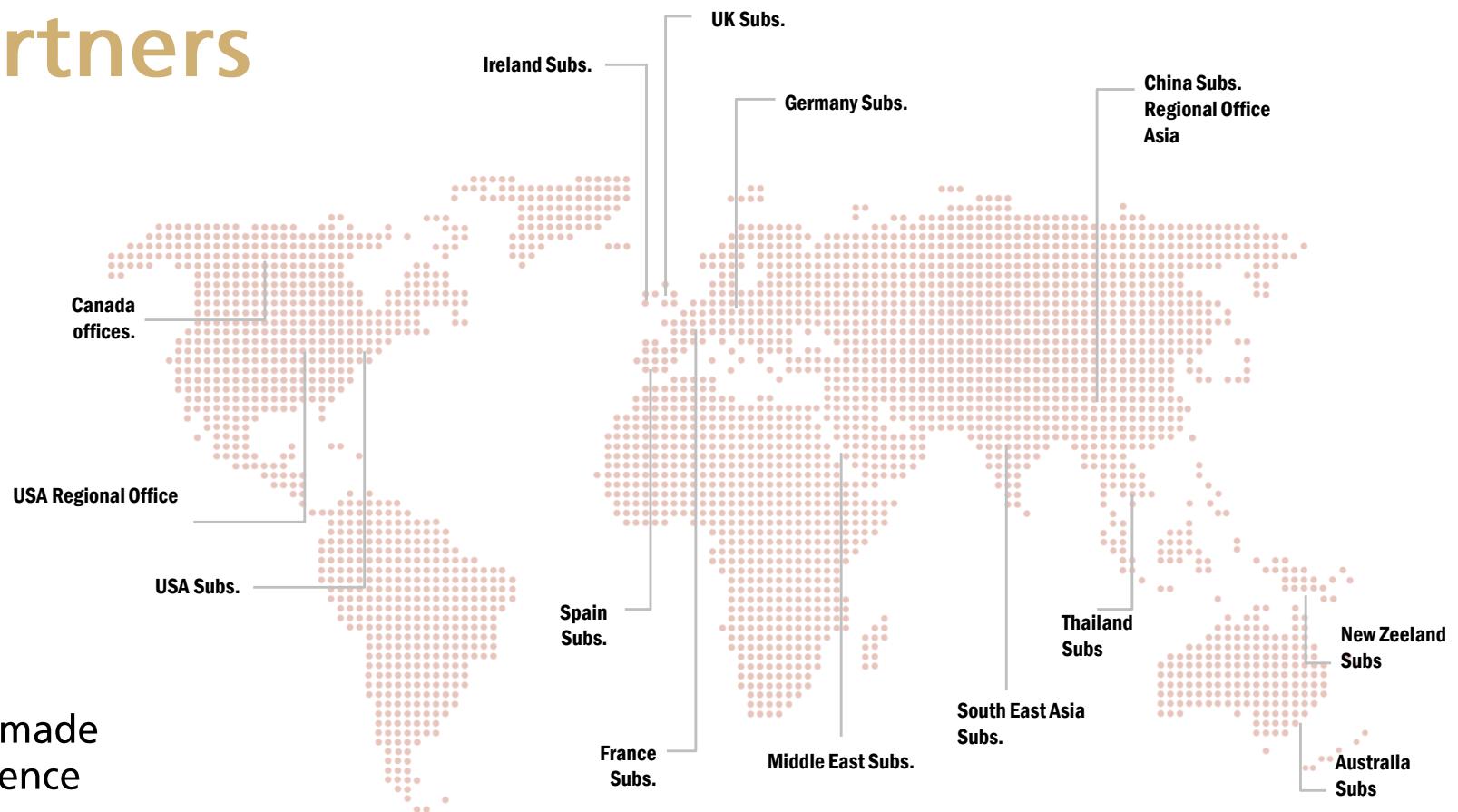
**More than 15**  
Subsidiaries &  
Local offices



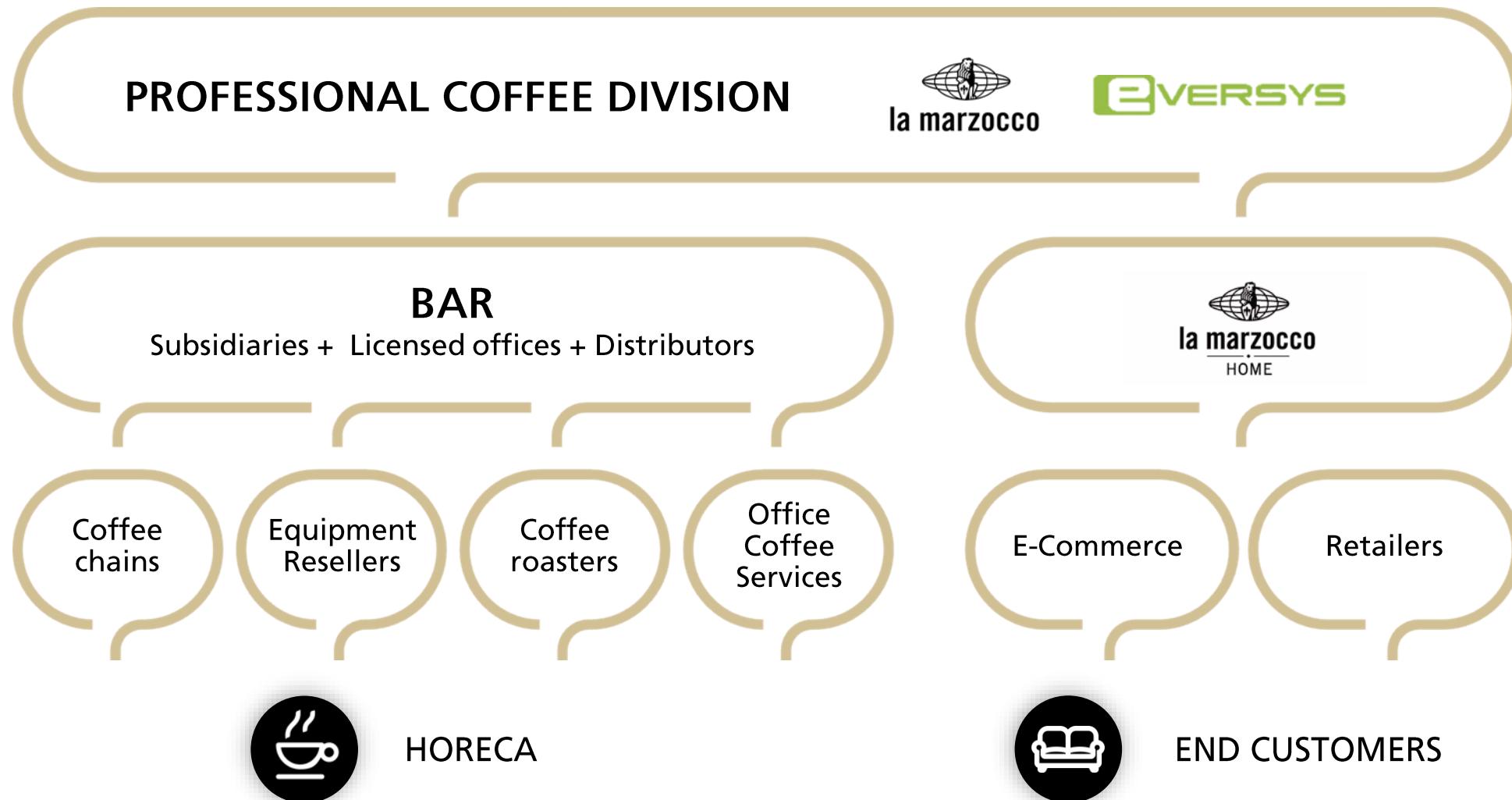
**More than 200**  
Distributors



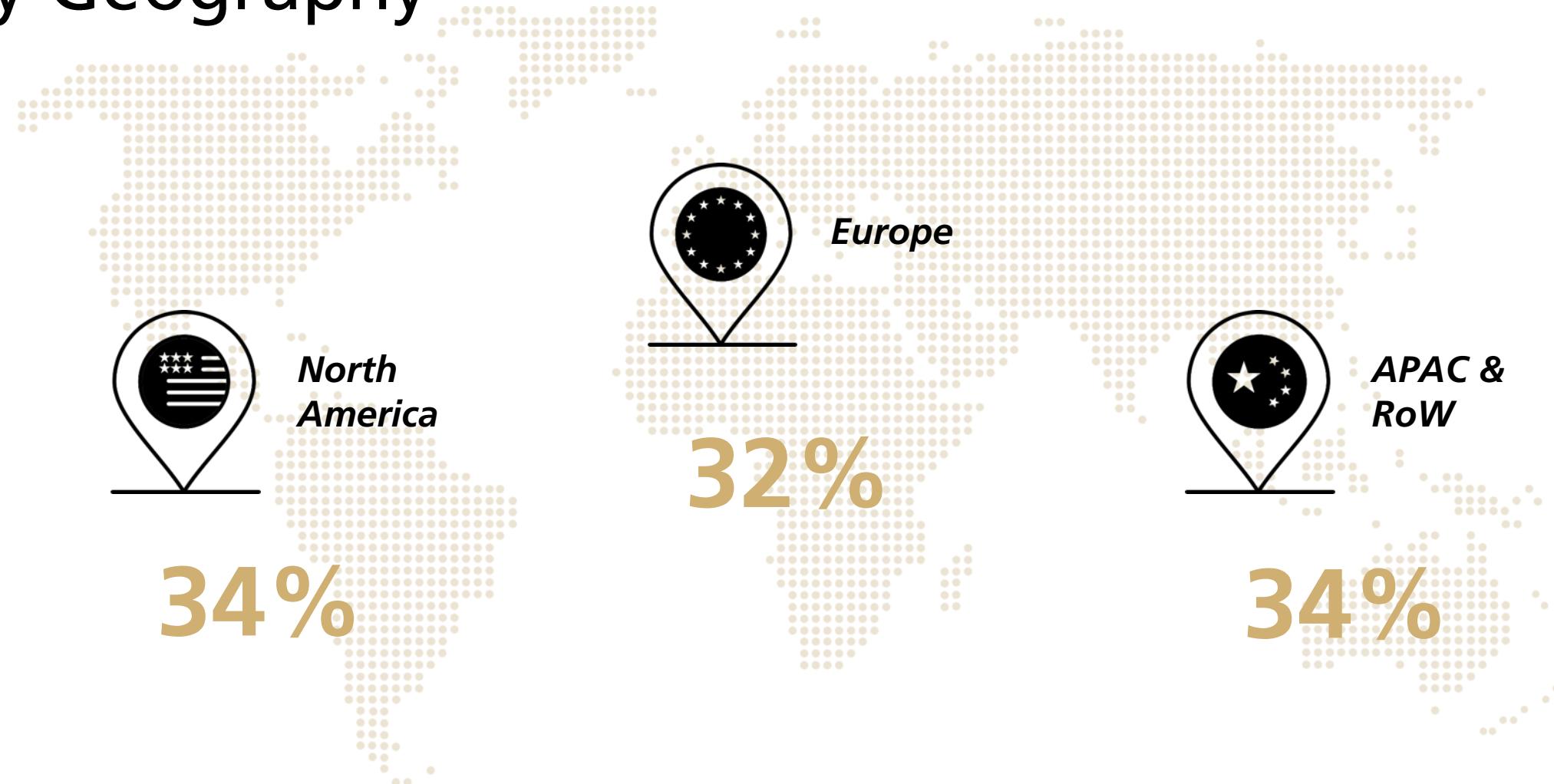
**More than 80%**  
Of La Marzocco business made  
through a branded experience



# Way to market



# Revenues by Geography



# North America, consumers show preference for personalization and craft



Cold brew & endless options for milk and sweeteners



The premium coffee movement is expanding beyond major cities across the U.S



Convenience and drive-thru dominance, combined with a growing specialty coffee presence

Europe, coffee culture has evolved beyond the cup, **redefining a beverage as a social ritual**



Espresso & Milk-based coffee market



Urban Hubs:  
London, Berlin, and Copenhagen lead the craft scene



Highest ethical sourcing regulations

**China has recently become  
the world's largest market  
for branded coffee shops**



"Coffee-Fruit"  
hybrids & "Milk-Tea  
Coffee" blends



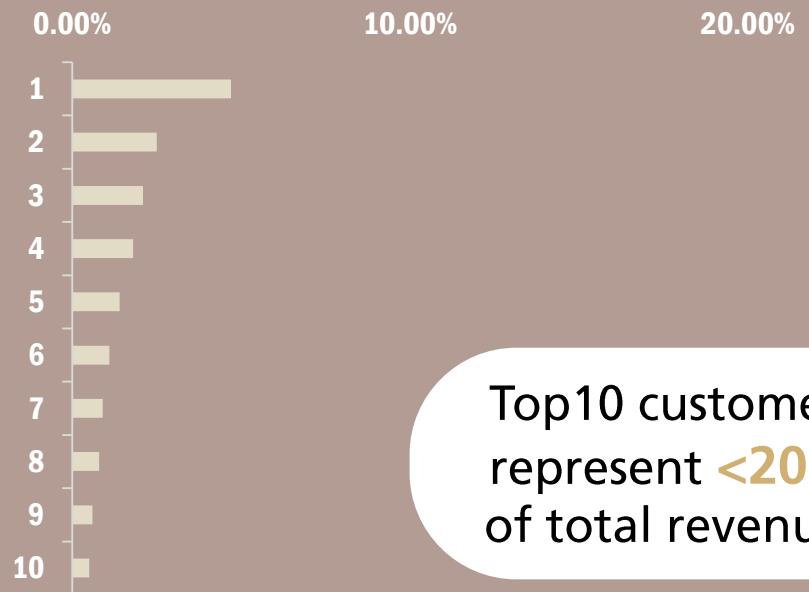
Increasing coffee  
adoption and  
consumption  
frequency



South East Asian  
countries have  
deeply ingrained  
coffee culture

# We maintain a broad, fragmented customer base

Professional Coffee Division  
Weight of Top10 customers FY25



Top10 customers  
represent <20%  
of total revenues



# Broad market exposure driven by a diverse range of products and solutions

Our portfolio of full-auto & semi-auto serves a  
*broad spectrum of customer needs*

Recent trends in *Specialty* show a marked  
expansion of small and medium-sized chains

Significant *prosumer exposure* has further  
diversified the customer base



# Cultivating a coffee community through strategic social media engagement and hands-on experiences

*Online Organic*

- Social media
- Apps
- Website Eco-system

*On/Offline Earned*

- PR coverage
- Partnership with Associations
- Brand collaborations

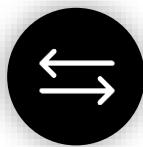
*In Person*

- Branded showrooms
- Accademia
- Trade Shows
- Dedicated Events



# De' Longhi Professional Coffee Division

## Why we are better together



*Cross selling*

Collaborating through distribution and service networks



*Cost synergies*

Identifying **procurement synergies** by optimizing the shared supplier base and aggregating purchasing volume to capture significant economies of scale



*Innovation & Know how*

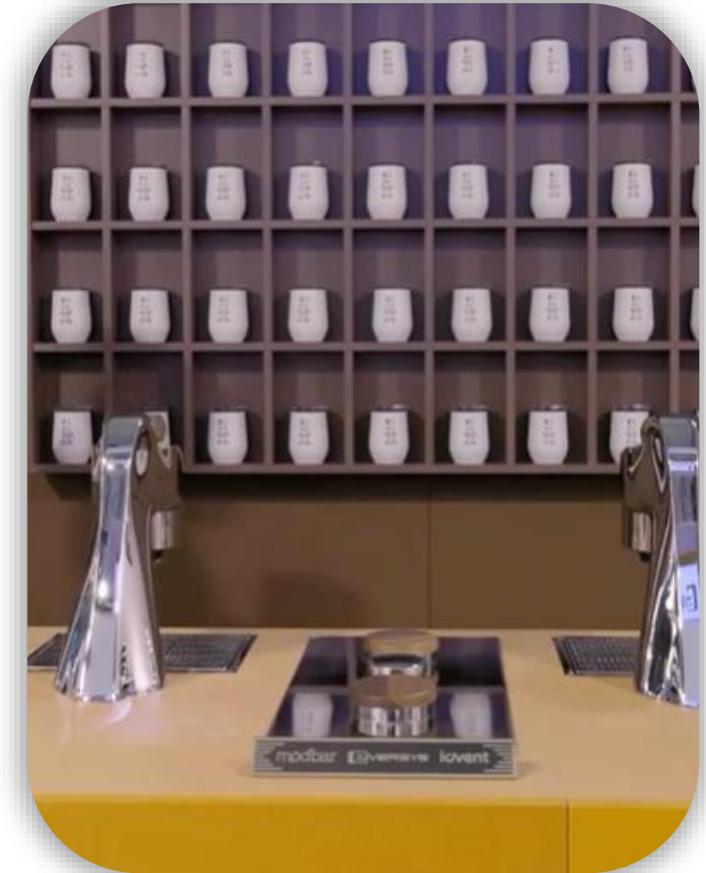
Leveraging leading positions in key categories, from prosumer to full-auto, sharing expertise in R&D, production, design.

# De' Longhi Professional Coffee Division

## Why we are better together



Unveiled at HOST 2025, the *Modbar x Eversys* prototype blends under-counter aesthetics with high-precision super-automatic performance



02.  
De'Longhi Group  
Professional Coffee Division

We are strategically positioned within the high-end and premium markets



# Full-auto & Semi-auto market



Full-Automatic  
Coffee Machines

Market size estimated  
to be ca.  
**€2.0 – 2.5 bln**



Semi-Automatic  
Coffee Machines

Market size estimated  
to be ca.  
**€ 1.0 – 1.4 bln**



Professional &  
Prosumer Grinders

Market size estimated  
to be ca.  
**above € 300 mln**

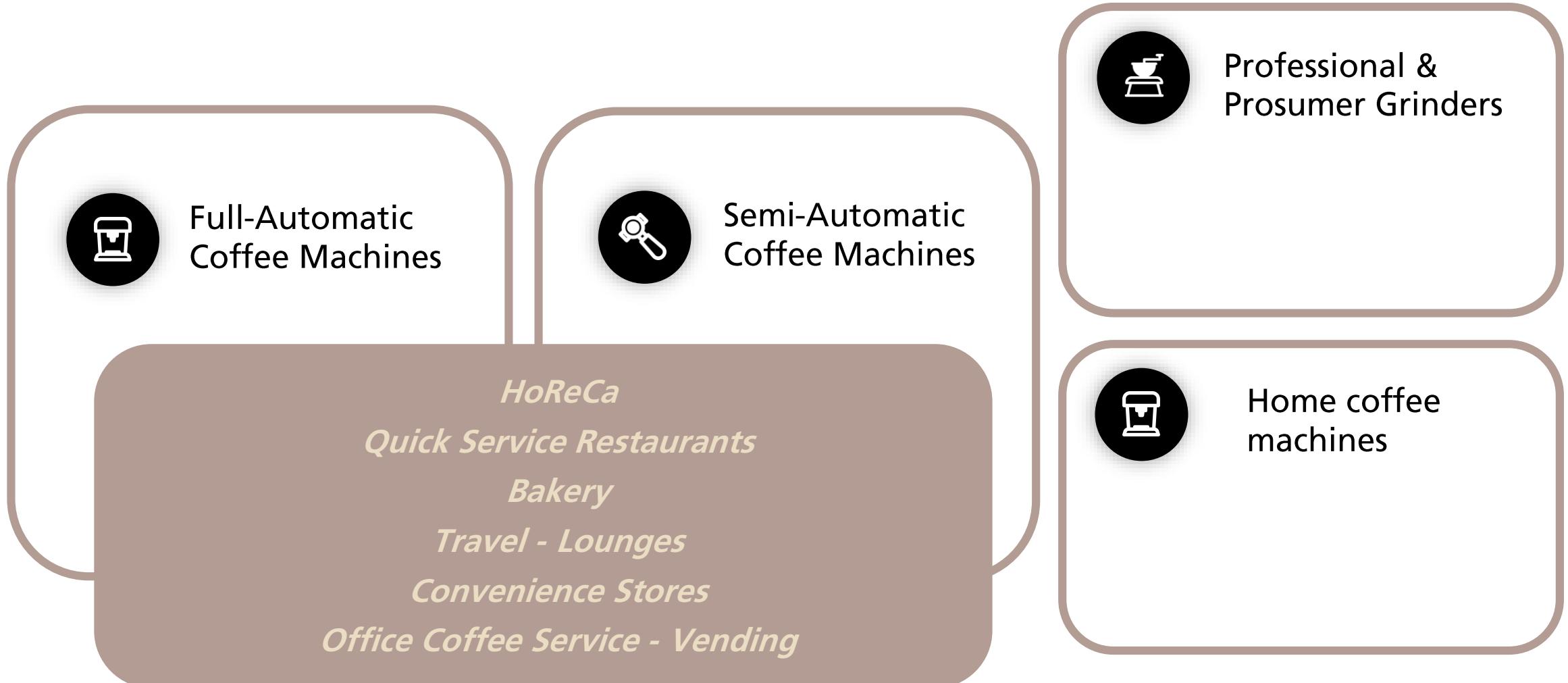


Home coffee  
machines

Market size estimated  
to be ca.  
**above € 6 – 7 bln**

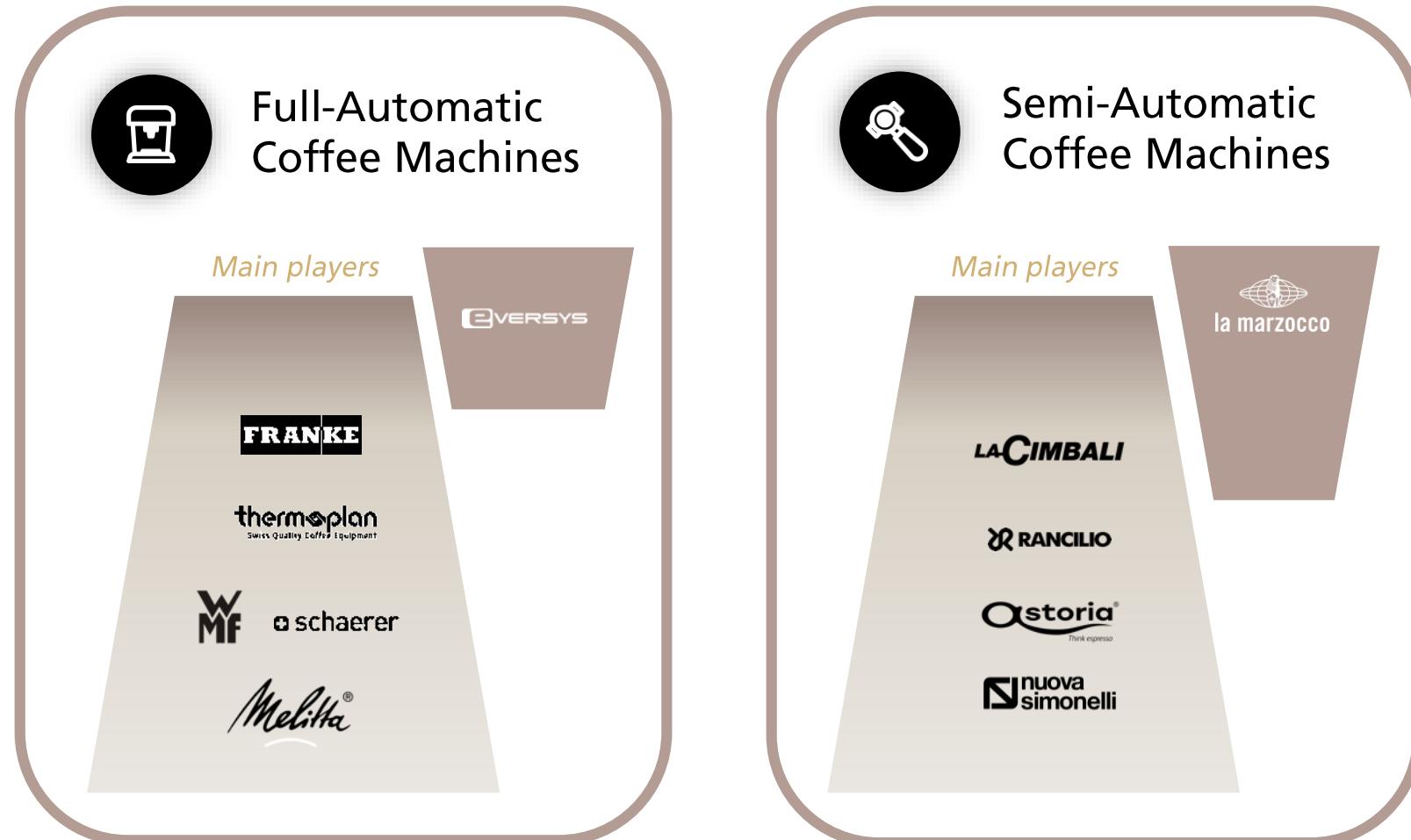
Source: internal analysis

# Key market segments



Source: internal analysis

# Our market presence is strategically concentrated within the high-end and premium segments

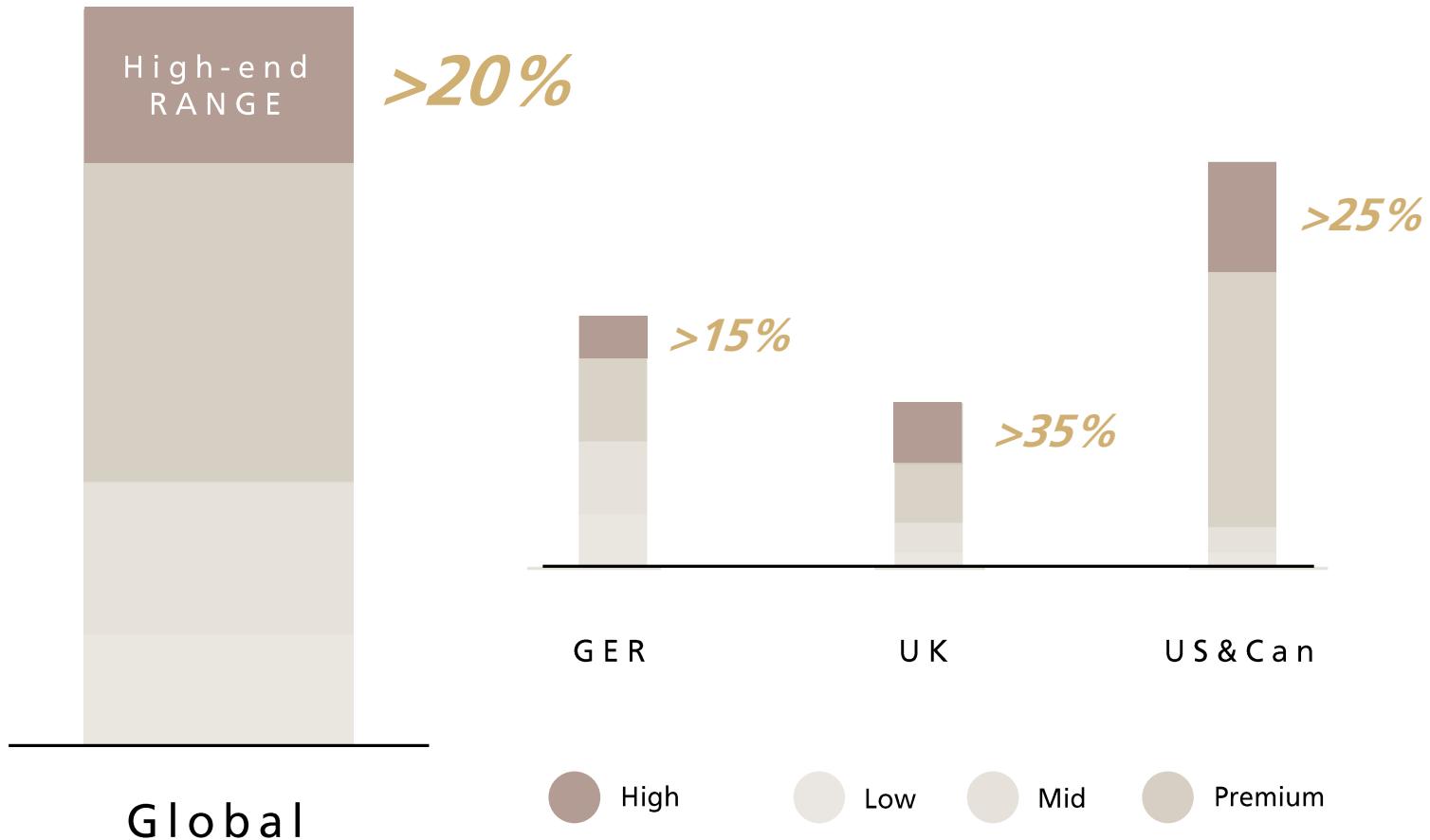


Source: internal analysis

# Market value mix

## Full-auto market

Eversys leverages its premium extraction to target markets where chains seek higher coffee quality



Source: internal analysis and HKI data 9M'25

We are building  
**brand equity** to  
expand our reach  
into additional  
**premium segment**



02.  
De'Longhi Group  
Professional Coffee Division

Why we are  
the top choice  
for coffee shops  
worldwide



Unparalleled  
brand  
experience &  
authentic  
community

*Engaging a  
passionate global  
community and  
spreading a  
unique coffee  
culture*



Unparalleled  
brand  
experience &  
authentic  
community

*Cultivating a large-scale  
global coffee  
community through  
authentic storytelling  
and digital engagement*



La Marzocco  
**over 450k**  
La Marzocco Home  
**over 380k**



# Best-in-class performance & Reliability

*By merging heritage-driven design with strategic engineering and digital connectivity, we deliver top-tier solutions that redefine coffee quality and operational excellence*

## Dual Boiler System



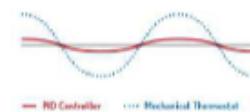
Independent boilers for steam and coffee allow baristas to adjust temperatures directly for maximum stability.

## Saturated Groups



Water-filled brew chambers eliminate air pockets to ensure thermal consistency.

## PID Controller



Advanced algorithms regulate energy to minimize temperature variability and ensure a consistent brew.

## Connectivity



The system provides remote control and monitoring of compatible coffee machines via smartphone

## Surgical-Grade Steel



AISI 316L stainless steel prevents heavy metal dissolution while maintaining high quality standards.

# Bespoke solutions

*Uniqueness is part of owning a La Marzocco*

Every La Marzocco machine is unique, built according to individual customer needs with over

**1,500 available  
configurations.**

Customization includes body colours and finishes, panel galvanic treatments, and construction materials.





# Bespoke solutions

*Officine Fratelli Bambi is the  
ultimate display of the  
“Handmade in Florence”  
philosophy*

A workshop dedicated to  
artistry, where handcrafted  
excellence and innovation  
merge to create unique  
machines and limited editions

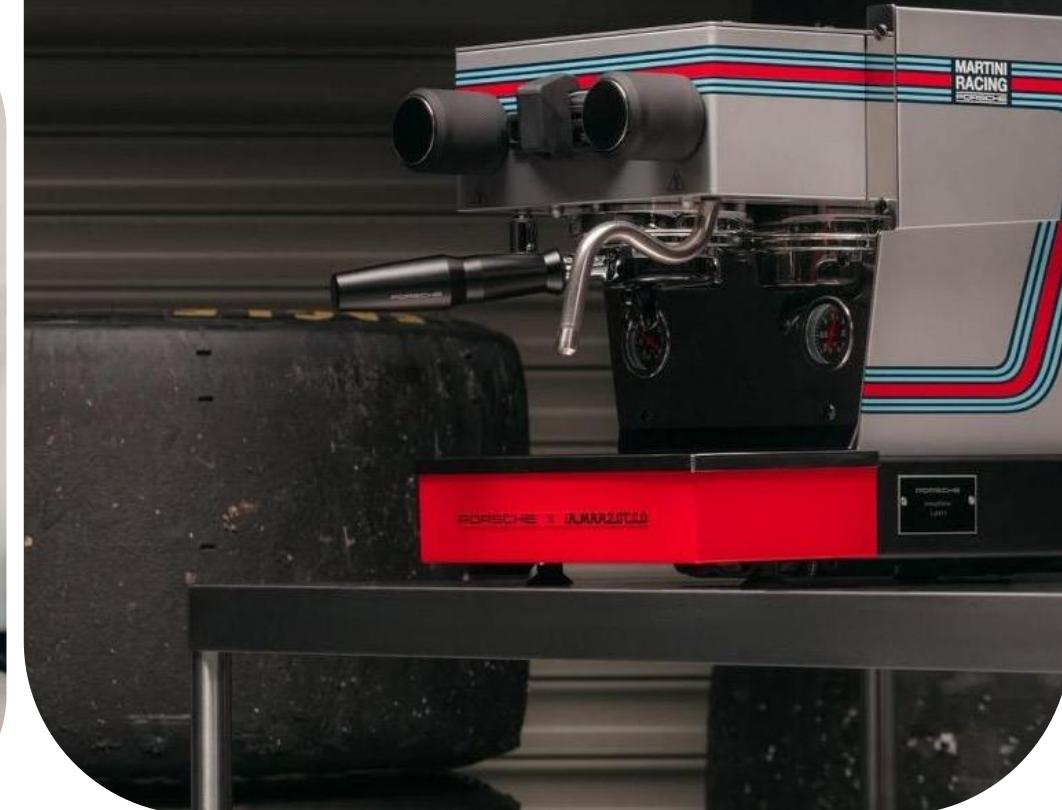




Standout  
design &  
Italian  
heritage



porsche x la marzocco  
at milan design week



# Lower cost of ownership

## Durability



By using *stainless steel* and other *high-grade components*, our machines are both efficient and long-lasting

## Connectivity



Sistema users recognize the *value of connectivity* through sales growth, cost reduction, service proactivity, and customer satisfaction

# Superior in-cup quality

*Our systems protect flavour while  
ensuring consistency across every cup*

*In-house produced grinders*

*e'Levelling*

*Bottom-up brewing system*

*Extraction Time Control*

*Pressure profiling*

*Thermal Stability*



# Lower cost of ownership

*Minimize downtime and ensure workflow consistency with real-time remote data*



Digital Ecosystem Integration

Simplifies menu updates

Leverages real-time machine data

**Modularity** reduces downtime and optimizes total cost of ownership by extending machine life



Swap components without full machine replacement

Lowers carbon footprint through reduced manufacturing

Reduces technician visits by up to 30%

# Scalable coffee quality

*Eversys machines deliver consistency, speed, and reliability at scale*



## DESIGN

*Intuitive controls* activated by simple touch, without losing precision



## MILK

Eversys designed *a family of milk systems* - 1-Step, 1.5-Step, and 2-Step - that adapt to every business need



## MATERIAL

*Aluminium die-cast frame* crafted for durability and longevity in demanding service environments



# Trustworthy brand

*Miss DIOR café NY*



*Uniqlo café NY*

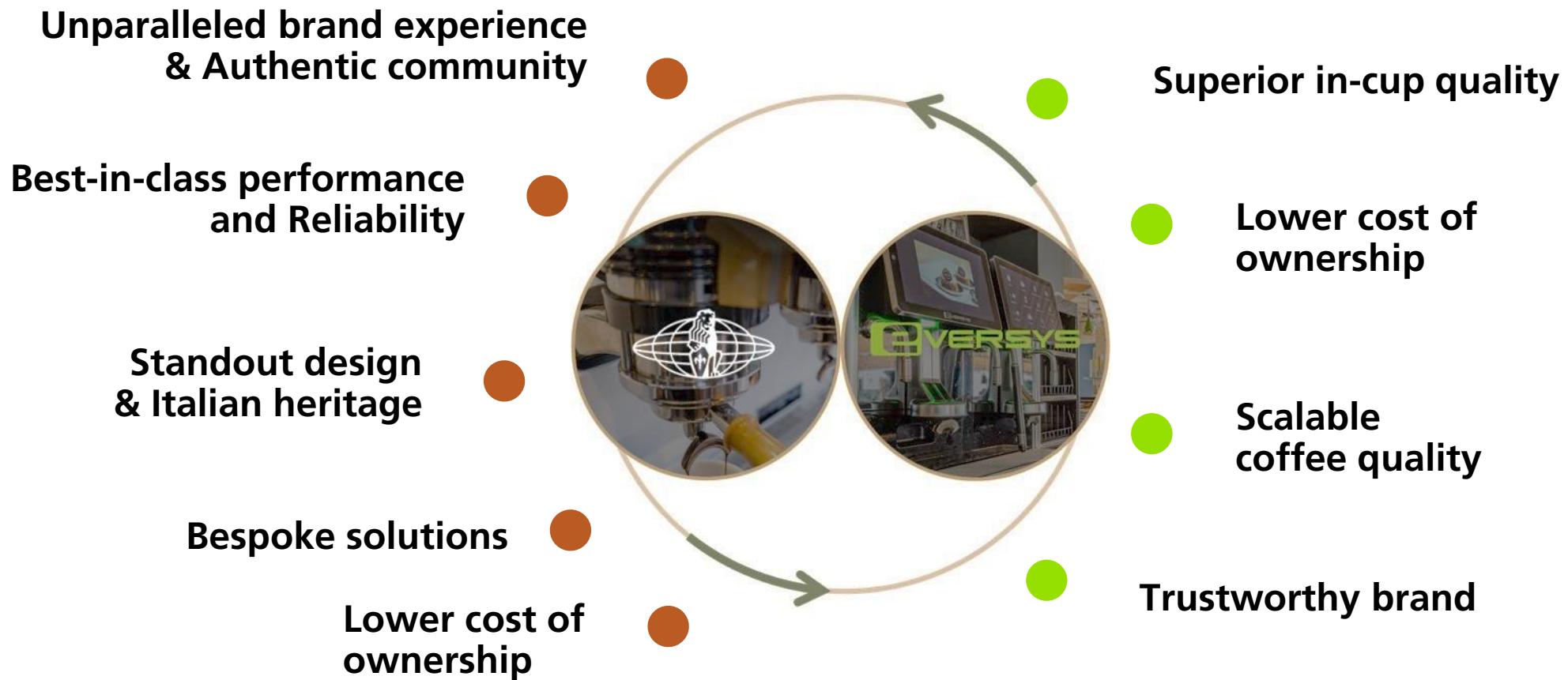


*Arcteryx  
China*



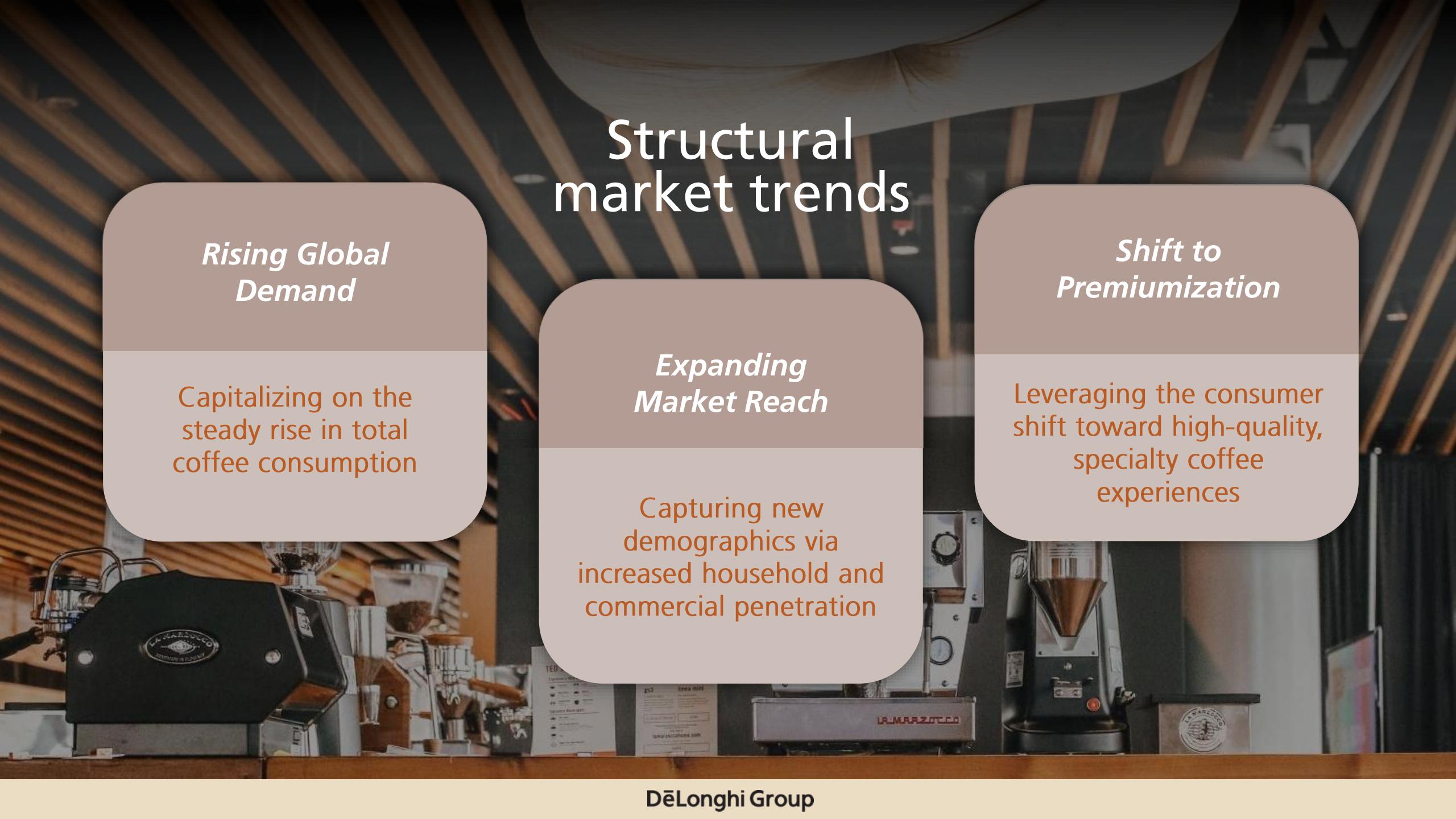
*Bloomberg  
London*

Built to last and featuring superior quality,  
our products are designed to  
**share a passion for coffee**



02.  
De'Longhi Group  
Professional Coffee Division

# Market opportunities



# Structural market trends

## *Rising Global Demand*

Capitalizing on the steady rise in total coffee consumption

## *Expanding Market Reach*

Capturing new demographics via increased household and commercial penetration

## *Shift to Premiumization*

Leveraging the consumer shift toward high-quality, specialty coffee experiences

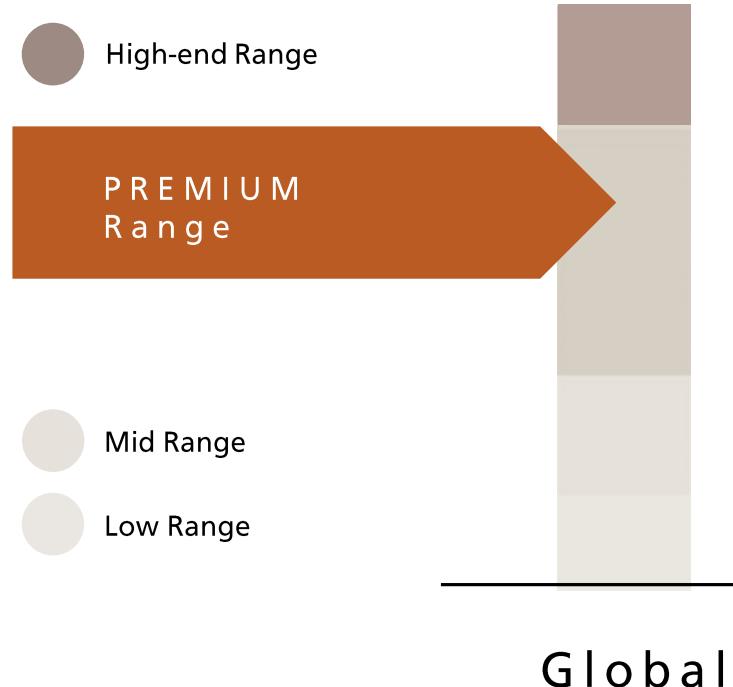
# Accelerating geographical expansion into high- growth regions

*We are scaling our  
operations in growth  
regions through the  
setup of new  
subsidiaries and by  
strengthening our  
partner network*

# New segments – High-end range

*Through Legacy+,  
Eversys is positioned  
to penetrate the  
premium market by  
leveraging its brand  
equity and technical  
excellence*

This will allow Eversys to  
further expand its  
positioning in  
convenience stores and  
premium office coffee  
services



# New segments - Grinders

La Marzocco leveraged its *strong brand equity, technical expertise, and manufacturing heritage* to successfully *expanded into the professional and prosumer grinder market* (above €300M)

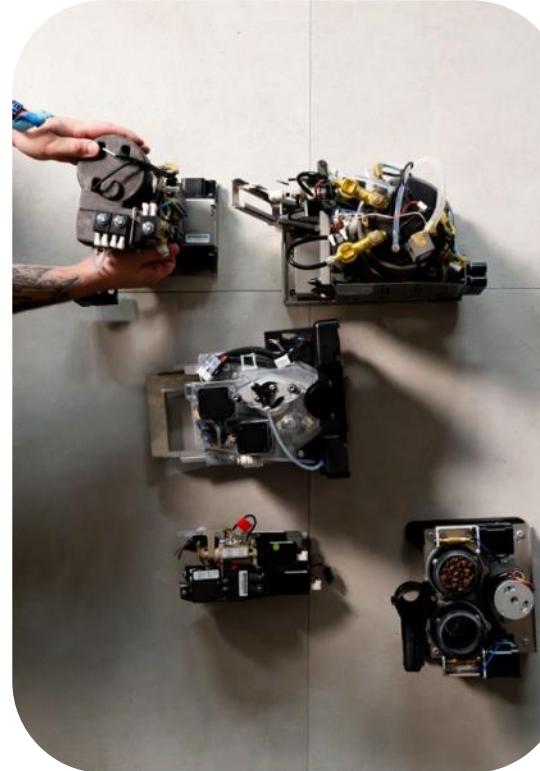


# Maximizing recurring revenue through Service & Spare Parts

The group provides *extensive service coverage* through direct management and reliable partners

We identified specific opportunities to *expand direct-to-market presence*, further solidifying our customer relationships

Local collaboration in Australia to *strengthen our presence* in the market



# Elevating the passion for coffee through the ultimate **prosumer experience**

We have created a *lifestyle brand* through passion, experience and collaborations

We have developed the *high-end home barista community* around the world

We are growing the *home ecosystem* through a globally aligned product portfolio

**A UNIQUE CHANCE TO CAPTURE EXPANDING MARKET FROM A LEADERSHIP POSITION**



# Our growth algorithm

*Structural market trend*

1

Rising Global Demand

2

Expanding Market Reach

3

Shift to Premiumization

*Division Specific opportunities*

1

Geo expansion

2

New Segments

3

Service

4

Prosumer

**MEDIUM LONG-TERM GROWTH AMBITION**

**LOW TEENS**

# De' Longhi Professional Division's strategic pillars

**Global leader** in  
premium  
professional coffee  
equipment

Elevating coffee  
quality standards  
through **passion** and  
**innovation**

**Capitalizing on**  
**brand equity** and  
technical  
**expertise** to drive growth

The global  
reference point  
for **authentic**  
coffee culture

Maximizing  
margins through  
**operational**  
**excellence** and  
cost discipline

Scaling via  
**international**  
**networks** and  
localized expertise

*May all those who come as guests,  
leave as friends*

**PIERO BAMBI**

